

# MANUFACTURING EXTENSION PARTNERSHIP

## Success Stories from the Field

### Cabinet Door Services

#### Oregon Manufacturing Extension Partnership

#### Cabinet Door Services Implements Lean with Assistance from OMEP

##### Client Profile:

Cabinet Door Service manufactures cabinet doors, drawer fronts, dovetail drawer boxes and other miscellaneous cabinetry components. Their market is small to medium sized independent cabinetry shops and cabinetry refacing companies. Besides offering hardwood cabinetry components, they also provide millwork, Thermo-foil components and custom pre-finishing services for the components. The 19-year-old company employs 50 people at its facility in Salem, Oregon.

##### Situation:

Cabinet Door had an urgency to relocate their facility, as their landlord had placed the current facilities in bankruptcy. At the same time, they were trying to implement Lean manufacturing while experiencing compounded growth of 20 percent driven by the housing boom. In the course of their building search, the Strategic Economic Development Corporation (SEDCOR), suggested the company contact the Oregon Manufacturing Extension Partnership (OMEP), a NIST MEP network affiliate, to bring in Lean Manufacturing expertise and expedite the new facility search process.

##### Solution:

OMEP performed a business level operational assessment, and through discussions with Cabinet Doors' four business partners and key employees, determined and implemented the following actions: 1) deployment of a full employment strategy; 2) development of a performance-based wage administration system; 3) training for all employees in the Principles of Lean, including training in Lean English Essentials for Spanish-speaking employees; and 4) technical process support, and coaching for the Lean implementation and plant layout. In addition, OMEP's assistance with purchase versus lease analysis resulted in the decision to consolidate the three buildings Cabinet Door was now occupying, resulting in a savings of \$5 million. A Value Stream Mapping analysis identified an automation process being evaluated by the company as too constraining to the new capacity, saving the company \$260,000 in unnecessary capital investments.

##### Results:

- \* Saved \$5 million by consolidating current facility.
- \* Increased productivity by 33 percent.
- \* Realized \$540,000 in Lean cost savings.
- \* Retained sales of \$1.33 million.
- \* Reduced lead time from 48 hours to 6 hours.
- \* Retained 23 jobs.
- \* Created 1 job.

##### Testimonial:

[www.mep.nist.gov](http://www.mep.nist.gov)



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"The OMEP approach to training and change within the organization has rocket-launched Cabinet Door to new heights in their Lean transformations during the 18 months of engagement, transforming our business model from the inside-out. The Lean and continuous Improvement philosophies are truly making extensive inroads into our culture, accomplishing what is considered the most important deliverable that OMEP could have brought to Cabinet Door as a client. Kudos to the OMEP team, working to keep Oregon manufacturing vibrant and strong!"

Cliff Stites, President